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Manpower and Equipment Control

Staffing Guide for U.S. Army Recruiting Battalions

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SUMMARY of CHANGE

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Staffing Guide for U.S. Army Recruiting Battalions

This revision--

- o Establishes a new yardstick for staffing Regular Army and U.S. Army Reserve Advertising and Public Affairs (chap 2).
- o Establishes a new yardstick for staffing U.S. Army Reserve Guidance Counseling (chap 2).
- o Establishes a new yardstick for staffing U.S. Army Reserve Operations (chap 2).
- o Redesignates the title District Recruiting Command (DRC) to Recruiting Battalion (RB).
- o Redesignates the title Advertising and Sales Promotion (A&SP) Division to Advertising and Public Affairs (A&PA) Division.

Manpower and Equipment Control

Staffing Guide for U.S. Army Recruiting Battalions

By Order of the Secretary of the Army:

CARL E. VUONO
General, United States Army
Chief of Staff

Official:

PATRICIA P. HICKERSON
Colonel, United States Army
The Adjutant General

History. This UPDATE printing publishes a revision of this publication. Because the

publication has been extensively revised, the changed portions have not been highlighted.

Summary. This pamphlet covers staffing guidance and methodology used in the determination of staffing requirements in the U.S. Army recruiting battalions.

Applicability. This pamphlet applies to Regular Army and U.S. Army Reserve personnel in the U.S. Army Recruiting Command.

Proponent and exception authority. Not Applicable.

Interim changes. Interim changes to this pamphlet are not official unless they are authenticated by The Adjutant General. Users

will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested Improvements. The proponent agency of this pamphlet is the Office of the Deputy Chief of Staff for Operations and Plans. Users may send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC, ATTN: RCRM–MM, Fort Sheridan, IL 60037–6000.

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*This pamphlet supersedes DA Pam 570–562, 15 August 1983.

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Chapter 1 Introduction

Section I Nature and Purpose of Staffing Guide

1-1. Purpose

This staffing guide provides guidance for determining the number and kinds of personnel positions required for performance of U.S. Army recruiting battalion functions. These personnel provide command direction and support the performance of recruiting functions (that is the managerial, administrative, operational, promotional, coordinative, and logistical functions) required in the recruiting battalions, including close liaison with the Military Enlistment Processing Stations (MEPS) serving the recruiting battalion. A detailed statement of the typical mission of recruiting battalions is in paragraph 1-8.

a. The yardsticks contained in this staffing guide are designed to serve as guides in determining the number of positions required to perform recruiting battalion functions. The information will also provide data to higher headquarters to evaluate recruiting battalion manpower requirements.

b. The guidance contained in this staffing guide is primarily designed to aid in properly designating, classifying, and grading military and civilian positions in tables of distribution and allowances (TDA) for recruiting battalions. The staffing guide describes job requirements in the following terms: military and civilian duty titles that reflect the work performed according to applicable criteria, skill, and responsibility involved; appropriate military occupational specialty (MOS) codes; and the appropriate distribution of positions. A suggested civilian position, title, and classification code is shown (para 1-7c(6)) for jobs that should be filled by civilians.

1-2. References

a. *Related publications.*

- (1) AR 310-50, Authorized Abbreviations and Brevity Codes.
- (2) AR 570-4, Manpower Management.
- (3) AR 611-101, Personnel Selection and Classification, Commissioned Officer Classification System.
- (4) AR 611-201, Enlisted Career Management Fields and Military Occupational Specialties.
- (5) DA Pam 570-4, Manpower Procedures Handbook.
- (6) USAREC Regulation 350-Series, Production Management System (Current Update).

b. *Referenced form.* DD Form 214 (Certificate of Release of Discharge From Active Duty) is a referenced form used in this publication.

1-3. Applicability of staffing guide

a. *Manpower.* The yardstick recommends the suitable number of personnel needed to achieve the described workload. Yardstick allowances apply to all utilized military and civilian personnel regardless of the source of personnel (that is permanently assigned for a 40-hour work week, including normal allowances for all nonproductive time such as annual and sick leave, training and orientation, and military duties).

b. *Operating situations.*

(1) The yardstick manpower requirements are based on average personnel working under normal operating situations. Unusual factors that may affect actual manpower requirements in specific operating situations are given due consideration when determining staffing. An increase in the complexity of a function or the addition of functions not presently performed may necessitate an adjustment in manpower requirements.

(2) The staffing guide does not constitute an authorization for personnel. Because of the nature of activities performed, not all positions listed in the guide may be required. On the other hand, a requirement may exist for positions not included in the guide.

c. *Conservation of manpower.* While intended chiefly as a guide for determining manpower requirements to accomplish recruiting

battalion functions, this staffing guide has also an important related objective - the conservation of manpower resources. The yardstick allowances reflect the best of prevailing manpower utilization practices in recruiting battalions. According to Department of the Army (DA) policy of exercising utmost economy in utilization of manpower, every effort should be made to operate with fewer personnel than indicated.

1-4. Use of staffing guide in manpower surveys

a. The staffing guide will be used in manpower surveys per AR 570-4 as a tool for determining manpower requirements for recruiting battalion functions. Appropriate survey report forms will be used. Instructions for preparing required forms are in DA Pam 570-4. The staffing guide is a point of departure, not the sole criterion for recognizing staffing requirements. The commander of the unit being surveyed is responsible for justifying all positions recommended, not just those above current authorizations. The burden of proof is on the unit being surveyed. Therefore, it is necessary the unit commander support their recommendations with quantitative workload data.

b. Where valid engineered or statistical standards have been developed under work measurement programs, they may be used in conjunction with the yardsticks in this guide to establish manpower requirements. If a yardstick does not exist, local standards may be used in conjunction with other management techniques to assess manpower requirements, such as on-site local appraisal techniques found in DA Pam 570-4. However, the viability of local standards must be carefully validated if they are to be used as the basis for establishing manpower requirements. In either case, the use of standards other than yardstick allowances must be supported by quantifiable workload data.

1-5. Revision of the staffing guide

a. *Survey report data.* The staffing guide will be revised periodically to reflect changes in staffing requirements based on current operations and organizations. The basic sources of information for revision of this guide are manpower surveys and management studies. Survey support forms will be prepared in sufficient detail to provide specific information concerning workloads, work units, and manhours expended. In addition, appropriate comments should be made by the commander and survey team concerning organization structure, function statements, descriptions of work performed, kinds of positions, and pertinent staffing guide information.

b. *Refinement of existing yardsticks.* In functions where manpower requirements are not determined by local appraisal, work unit yardsticks will be developed as adequate manpower and workload data become available. Information requested in footnotes to staffing tables should be supplied whenever possible, to enable formulation of definite yardsticks.

c. *Establishment of new yardsticks.* Every effort has been made to provide a staffing table for each function commonly found in recruiting battalions. Detailed information should be provided in the survey report for those functions where no staffing table is applicable. When feasible, new staffing tables will be incorporated into future revisions of this guide.

d. *Recommendations for revision.* Users of the guide may submit information and recommendations for staffing guide revisions directly to HQ USAREC, Director of Resource Management and Logistics (RCRM-MM), Fort Sheridan, IL 60037-6000.

Section II Using the Staffing Guide

1-6. Staffing table code structure

Chapter 2 of the staffing guide is arranged in a series of staffing sections, representing major elements of the U.S. Army recruiting battalions. These elements are identified numerically according to the staffing table code structure developed for this activity. Each recruiting battalion code series number contains the prefix "562." Major functional areas are identified by a code series number ending

in “0,” such as “562-50, Field Recruiting Force.” Subordinate functional areas are identified by a code series number within the major group, such as “562-51, Recruiting Company.”

1-7. Content of staffing sections

a. Function statements. Each staffing section is prefaced by a brief general summary of the functions typically performed by the major element concerned.

b. Organization chart.

(1) The organization chart (fig 1-1) represents a typical recruiting battalion organization. It was developed through a study of existing recruiting battalions and conforms to the organizational pattern established by Headquarters, U.S. Army Recruiting Command (HQ USAREC). This structure may be used as guidance, but it does not constitute authority to establish elements not essential for accomplishment of the recruiting battalion mission.

(2) The organization chart for recruiting battalions, in addition to reflecting overall organizational structure, also indicates the code series applicable to the major elements concerned. The number assigned to the staffing tables indicates the appropriate alignment of these functional areas, and is shown at the end of the function statement for each major element.

c. Staffing tables. Staffing tables provide specific guidance used to determine the manpower and position requirements needed to accomplish each function described in the ‘Work Performed’ statement, (this statement is omitted in instances where it would duplicate a function statement, as in major elements containing only one staffing table). The various elements of the staffing tables are identified in figure 1-2.

(1) *Types of yardsticks.* The term “yardstick” refers to an expression of the amount of manpower required to perform a specific function. Yardsticks are used primarily as guides during manpower surveys to determine the functional manpower requirements. DA Pam 570-4, appendix C, contains a detailed description of the types and methods of utilization. They are summarized as follows:

(a) The range yardstick depicts the minimum and maximum number of personnel normally needed to accomplish a specific function. It is used when a work unit cannot be measured. An example of a range yardstick is shown at figure 1-3.

Manpower (Range)	2	4	6	8	10
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Figure 1-3. Example of a range yardstick

(b) The work unit type of yardstick indicates manpower requirements in relation to work units at various workload levels. Workloads shown are monthly figures unless otherwise specified. Some work unit yardsticks are compounded; that is manpower requirements are based on two or more different work units. Manpower requirements for workload levels falling between those shown in the yardstick are determined by interpolation. Manpower requirements for workloads falling above or below the range of workloads shown in the yardstick may be determined by extrapolation tempered with judgment. Extrapolation beyond half the workload range shown in the yardstick is a doubtful validity except in production-type activities. Interval rates are shown below the work unit yardstick to facilitate interpolation and extrapolation. The use of interpolation, extrapolation, and interval rate is explained in appendix A.

(c) Local appraisal must be used for some functions where variables affecting requirements for manpower have precluded development of a yardstick. Manpower requirements for these functions, as indicated on the staffing table, will be based on local evaluation of workload and other determinants.

(d) The single staffing figure-type of yardstick reflects only a typical staffing requirement, based on research indicating no significant variation in the number of personnel used to perform a function.

(2) *Duty position titles.* Regardless of utilization indicated in the

position delineation column (6) below, all positions are identified by a military title and MOS code unless use of military personnel is specifically precluded by AR 570-4, another regulation, or positions are consistently filled by civilians. Military duty position titles are those generally considered to be most descriptive of the duties performed. Because of the relationship between skill level requirements and MOS codes, military positions may not always reflect actual functional responsibilities; for example, the military duty position title of Personnel Sergeant, MOS Code 75Z, in the Administrative-Logistics Division (table 2-2) reflects a skill level requirement for a position rather than a supervisory responsibility. Abbreviations conform to AR 310-50.

(3) *Branch.* Normally, a specific branch designation is shown only for those positions for which a branch-related Area of Concentration (AOC) is required. Since none of the officer positions shown in this guide are related to a specific branch, no branch designation is shown for officer positions. Determination of a branch for these positions may be made locally, if desired. Specialty, not branch, is the basis for officer distribution and assignment of officers managed by the Total Army Personnel Command.

(4) *Specialty code.* The specialty codes indicate the appropriate occupation classification of the position (AR 611-101 and AR 611-201), and reflect the specific skills and knowledge required for performance of the duties involved.

(5) *Position delineation.* In this column the code letters “M” (military) and “C” (civilian) reflect the Army’s policy of position delineation in AR 570-4. DA policy is to delineate, for military occupancy, only those TDA positions that require military incumbents for reasons of law, security, maintenance of morale and discipline, rotation, combat readiness, training, and those positions, that require a military background for successful performance of the duties involved, or that are traditionally occupied by military personnel. All other positions are normally delineated for civilian occupancy. Although a position is designated for military or civilian occupancy, factors such as the rotation base requirements or availability of skills at specified locations may require staffing other than indicated in this staffing guide. As rotation base requirements continually change, the application of these requirements will be directed by DA.

(6) *Civilian positions.* For those positions designated in the position delineation column as civilian, the appropriate job title and classification code is shown. Civilian job titles (as shown for General Schedule (GS) positions) are usually those in the official Office of Personnel Management (OPM) position classification standards. Appropriate pay method category symbols and pay grades are determined locally according to existing OPM and DA regulations.

Section III

Mission and Organization of U.S. Army Recruiting Battalions

1-8. Mission of the U.S. recruiting battalions

a. Command the U.S. Army recruiting sales force assigned to the recruiting battalion.

b. Perform managerial, administrative, operational, promotional, coordinative, and logistical functions necessary to operate the recruiting battalion headquarters and to support the field recruiting force assigned to the recruiting battalion.

c. Maintain liaison with MEPS serving the recruiting battalion area, ensuring proper and smooth processing of applicants.

d. Maintain liaison with local Reserve Officers’ Training Corps (ROTC) units and U.S. Army Reserve (USAR) Troop Program Unit (TPU), ensuring effective and efficient recruiting for these units.

1-9. Organization of U.S. Army recruiting battalions

The typical recruiting battalion organization is depicted at figure 1-1.

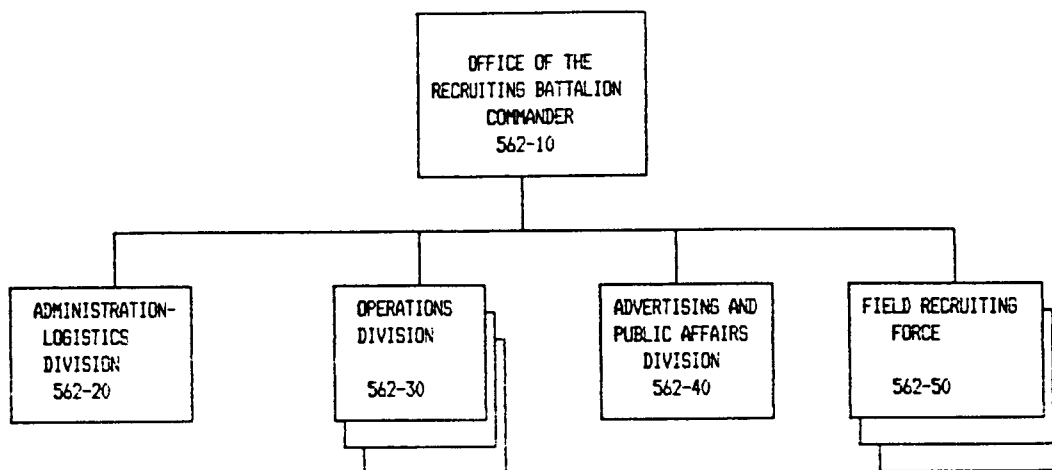
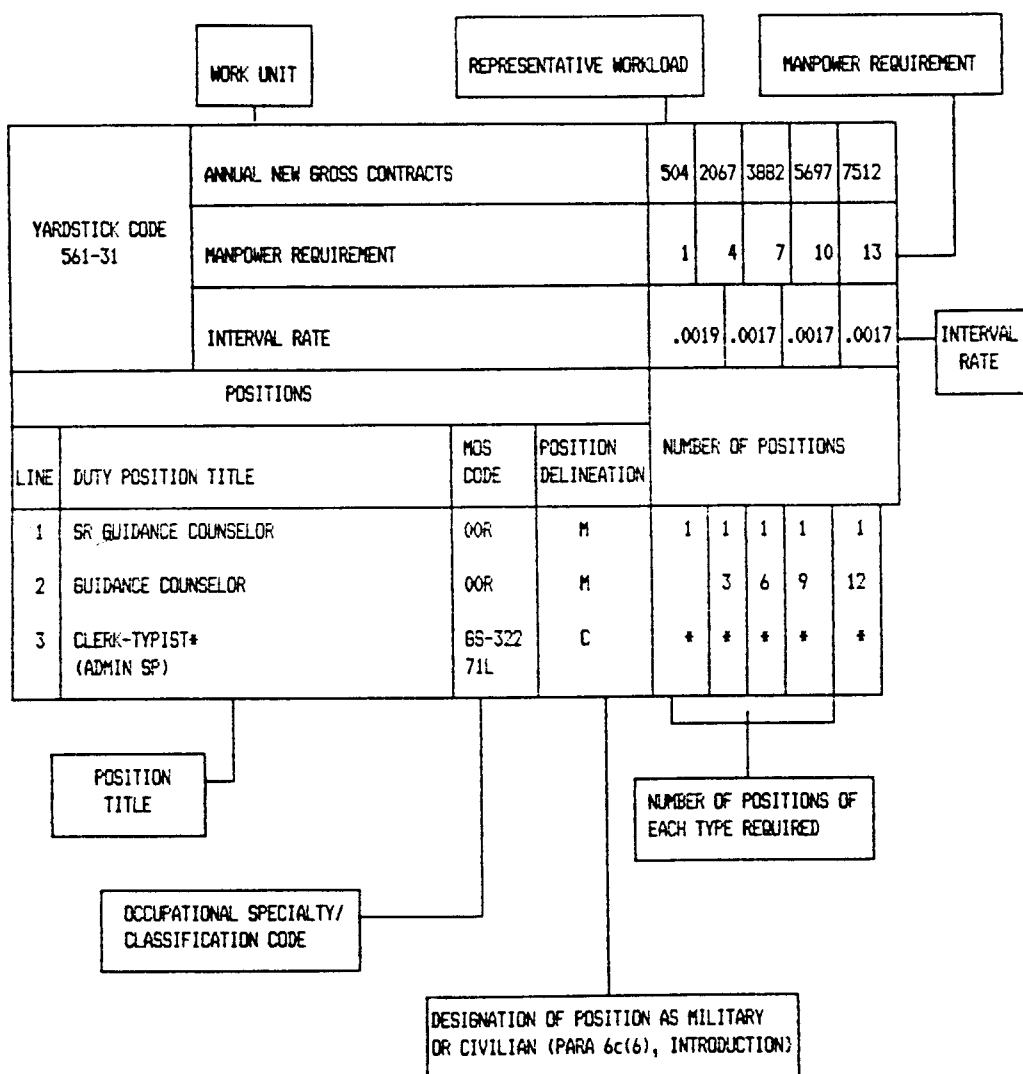


Figure 1-1. Recruiting Battalion Organization Chart



*Manpower requirement for clerical support will be determined by local appraisal.

Figure 1-2. Explanation of Staffing Table

Chapter 2

Staffing Sections

2-1. Office of the Commander (code series 562-10)

a. Commands, directs, and coordinates all elements of the U.S. Army Recruiting Battalion (for example, Administration-Logistics Division, Operations Division, Field Recruiting Force, and Advertising and Public Affairs Division).

(1) Directly supervises the recruiting company commanders of the field recruiting force.

(2) Serves as a member of the link-up council for military installations and the Interservice Recruiting Committee.

(3) Coordinates recruiting matters with the MEPS commander.

(4) Maintains contact with influential agencies, educational institutions, and individuals to obtain broad public support and acceptance of all Regular Army (RA) and USAR recruiting programs.

(5) Maintains liaison with secondary schools, recognized technical schools, junior colleges, and the senior educational community for Army recruiting and educational programs.

(6) Responsible for RA and USAR recruiting programs and assists with the Army National Guard recruiting programs.

b. For staffing guidance see table 2-1.

2-2. Administration-Logistics Division (code series 562-20)

a. Performs and coordinates overall administrative, personnel, financial, and logistical services for the recruiting battalion and its fielding recruiting force.

(1) Administrative functions include preparation of correspondence; maintenance of publication files; receipt, distribution, and dispatch of mail; and requisitioning, receipt, and distribution of blank forms.

(2) Personnel management functions include preparing daily, bi-weekly, and monthly personnel strength and utilization summaries; requisitioning, sponsoring, and in-processing military personnel; preparing Standard Installation/Division Personnel System (SIDPERS), preparing Command Integrated Management Systems (CIMS) and Army Recruiting Accession Data System (ARADS) transactions; validating SIDPERS, CIMS, ARADS, and Unit Manning Reports (UMR) and personnel qualification records; administering personnel utilization policies and unit reenlistment programs; processing various military personnel actions; administering recruiting battalion civilian personnel management actions; maintaining liaison with the servicing civilian personnel office; and verifying telephone bills.

(3) Financial functions include preparing budget estimates; programming, planning, reviewing, and managing expenditures; maintaining records and files to reflect the status of each program; and preparing periodic budget obligation reports and funding documents. Financial functions are performed for RA and USAR.

(4) Logistical functions include requisition, storing, and issuing of individual, organizational, and expendable supplies and equipment; maintaining records, coordinating procurement, communications, and transportation requirements; maintaining property accountability; managing facilities and leased housing; overseeing recruiting battalion mobilization and emergency planning; supervising operation and control of all assigned vehicles; and preparing and submitting requests for real estate requirements, parking, storage, and janitorial service contracts.

b. For staffing guidance see table 2-2.

2-3. Regular Army Operations Division (code series 562-30)

a. Provides staff assistance to the recruiting battalion development, coordination, and implementation of plans and practices to be used in support of RA and nurse field recruiting programs. Exercises staff responsibility of guidance counselors and maintains training schedules and individual training records for the recruiting battalions.

(1) Assists in conducting studies to assess the recruiting potential for specific geographical areas within the recruiting battalion. Maintains statistical and production records of field recruiting force achievements used as a basis for evaluating company and individual performance and for preparing required reports.

(2) Monitors the Enlistment Standards Program. Coordinates and monitors moral, administrative, and medical waivers; requests for board appearances; and administers the Recruiter Incentive Awards Program.

(3) Prepares and processes requests for Delayed Entry Program (DEP) or Delayed Training Program (DTP) separations and extensions; exercises staff responsibilities for market analyses; prepares and assists in processing applications for Officer Candidate School (OCS), Warrant Officer (WO) School, Warrant Officer Flight Training (WOFT), Army Nurse Corps (ANC), and ROTC; and manages the DEP and DTP accessions order to facilitate mission accomplishment for current and long-range objectives.

(4) Directly supervises the guidance counseling function (RA and USAR) at assigned MEPS. Work performed by the RA and USAR guidance counselors is reflected in code series 562-5 and 6.

b. For staffing guidance see table 2-3.

2-4. USAR Operations Management (code series 562-40)

a. Responsible for development, coordination, and implementation of policy, plans, and guidance for USAR recruiting. Monitors overall USAR mission accomplishment. Coordinates and directs all USAR operations activities. Maintains liaison with supported USAR TPU and command organizations. Proposes monthly and quarterly USAR mission objectives, monitors USAR troop unit strength, and conducts USAR marketing analysis.

(1) Develops and manages USAR recruiter conferences, active duty for special work requests, all USAR reports and systems, and interprets regulations and policies relating to USAR enlistments.

(2) Processes USAR waivers. Manages Production Management System (PMS) for USAR, Recruit Quota System (REQUEST) Reenlistment Eligibility (RE)-Codes, DD Form 214 (Certificate of Release or Discharge From Active Duty) and Army Reserve Personnel and Administration Center (ARPERCEN) control numbers, and loads Individual Ready Reserve (IRR) transfers on REQUEST system.

(3) Monitors Reserve programs' split-options, USAR recruiter hires, USAR loss log and Unit Vacancy System (UVS), conducts assistance visits, assists in the conduct of USAR Partnership Council meetings and USAR operations conferences, and augments USAR guidance counselor during peak workdays or scheduled absences.

(4) Conducts Transitional Training and Evaluation (TTE) of new recruiters, assists in training nonproductive USAR recruiters, and establishes and implements USAR recruiting plan.

b. For staffing guidance see table 2-4.

2-5. Regular Army Guidance Counseling (code series 562-50)

a. Provides counseling and processing services at the MEPS for immediate or future enlistment or reenlistment in the RA or USAR.

(1) Advises prospective enlistees on special assignments and availability of school training and obtains allocations or assignments.

(2) Ensures that applicants are fully qualified for options selected, and ensures applicants understand all enlistment promises made in connection with the enlistment.

(3) Counsels and resells applicants who are found 'not qualified' for their options.

(4) Reviews applicants' enlistment forms for completeness and accuracy.

(5) Provides quality control management of enlistment packets.

(6) Maintains liaison with the MEPS where stationed, ensuring proper processing of Army applicants.

(7) Assists in the processing of applicants' medical profiles and coordinates the results.

(8) Maintains suspense files of applicants scheduled for further processing.

(9) Maintains applicants' approved prior-service grade determinations, moral waivers, and medical waivers for consolidation with enlistment forms.

(10) Maintains daily applicant MEPS processing and accession control register, and prepares a daily disposition roster for copy distribution to the field recruiting force.

(11) Influences the positioning of applicants entering the DEP.

(12) Manages the courtesy ship program, split-option program (USAR), and transfers from the USAR control group IRR to a USAR unit.

b. For staffing guidance see table 2-5.

2-6. USAR guidance counseling (code series 562-60)

a. Functions are essentially the same as those listed for RA code series 562-31 except they are limited to USAR applicants only.

b. For staffing guidance see table 2-6.

2-7. Advertising and Public Affairs Division (code series 562-70)

a. Develops and implements the recruiting battalion Advertising and Public Affairs Program for RA and USAR, to include implementing and localizing the national programs within the recruiting area.

(1) Plans local RA and USAR advertising, arranges for broadcast and print advertising purchases, budgets advertising expenditures, reports on the effectiveness of campaigns, and performs local market analysis.

(2) Coordinates, schedules, and conducts sales promotion events: Total Army Involvement in Recruiting (TAIR), Scholar Athlete Program, and Recruiting Support Command displays.

(3) Arranges media coverage of recruiting personnel and provides guidelines to the commander and staff on media appearances.

(4) Prepares news releases for the local media, coordinates the battalion Hometown News Release Program, conducts the command information program, (including publication of the battalion newspaper), and contributes articles and photos to the "Recruiter Journal."

(5) Conducts the battalion community relations program, maintains liaison with civic leaders and organizations (and the media) to obtain broad public support and acceptance of the U.S. Army recruiting effort, and manages the battalion's General Officer Sponsorship Program (GOSP).

(6) Coordinates the advertising policy council meetings and monitors the Rapid Electronic Advertising Coupon Transmission (REACT) Program.

b. For staffing guidance see table 2-7.

2-8. Field Recruiting Force (code series 562-80)

a. Performs sales, promotional, and management activities within assigned areas of responsibility to obtain applicants for enlistment in the RA and USAR.

(1) *Recruiting company.* Commands, directs, and coordinates recruiting activities within the recruiting company. Directs or conducts professional development activities within the recruiting company (includes counseling, training, and motivation) according to directives from higher headquarters and identified needs. Maintains appropriate records, programs, production, market analysis, and professional development as outlined in the USAREC Regulation 350-series. Directs and assists in the execution of sales promotional plans and practices. Maintains liaison with civic organizations, educational institutions, public schools, news media, prominent individuals, and other centers of influence (within the recruiting company area) to obtain public support for the RA and USAR recruiting programs. Determines the localities within the recruiting company that offer the greatest potential of qualified applicants for military service. Maintains liaison with battalion operations to ensure that guidance counseling will be provided for applicants who report to the servicing MEPS. Maintains liaison with ROTC units and USAR TPU, assuring efficient and effective recruiting support for these units.

(2) *Recruiting station.* Performs prospect contact, sales, and promotional work within the prescribed recruiting territory boundaries, to obtain applicants for the RA and USAR. Maintains liaison with civic organizations, prominent individuals, and other centers of influence to gain support for Army recruiting programs. Prepares initial documentation of the enlistment packet according to established directives. Maintains appropriate records, programs, production, market analysis, and professional development as outlined in the USAREC Regulation 350-series.

b. For staffing guidance see table 2-8 for the recruiting company, and table 2-9 and table 2-10 for recruiting stations.

Table 2-1
Office of the Commander (Code Series 562-10)

YARDSTICK		MANPOWER REQUIREMENT*	5	
POSITIONS				
LINE	DUTY POSITION TITLE	AOC/ MOS CODE	POSITION DELINEATION	NUMBER OF POSITIONS
1	CDR	01A	M	1
2	EXE OFF	01A	M	1
3	SGM	00R	M	1
4	EDUCATION SP (EDUCATION OFF)	GS-1710 42A	C	1
5	SECY (ADMIN SP)	GS-318 71L	C	1

Notes:

* Staffing table indicates the typical personnel requirement for this function based on research indicating no significant variation in number of personnel utilized.

Table 2-2
Administration-Logistics Division (Code Series 562-20)

		TOTAL EMPLOYEES*	70	100	180	270	370
YARDSTICK		MANPOWER REQUIREMENTS	**5	7	9	11	13
		INTERVAL RATE	.066		.025	.022	.020
		POS- ITIONS					
LINE	DUTY POSITION TITLE	AOC/MOS CODE	POSITION DELINEATION	NUMBER OF POSITIONS			
1	ADMIN OFF (ADMIN OFF)	42A GS-341	M	1	1	1	1
2	SPT SVC SP	GS-342	C			1	1
3	PERS SGT	75Z	M	1	1	1	1
4	GEN SUP SP (SUPPLY SGT)	GS-2001 76Y	C	1	1	1	1
5	BUD-ACCTG TECH	GS-503	C	1	1	1	1
6	TRUCKMASTER	88M	M			1	1
7	ACCT TECH TYP	GS-525	C	1		1	1
8	UNIT CLERK (MIL PERS CLK)	75B GS-204	M		1	1	1
9	SUPPLY CLERK (SUPPLY SP)	GS-2005 76Y	C		1	1	1
10	CLERK-TYPIST (ADMIN SP)	GS-322 71L	C	1	1	2	4

Notes:

* All military and civilian positions authorized by TDA to the recruiting battalion, including its recruiting companies and recruiting stations.

** Staffing at this level will be determined by local appraisal.

Table 2-3
Regular Army Operations Division (Code Series 562-30)

		FIELD RECRUITING FORCE**	70	140	230	320
YARDSTICK		MANPOWER REQUIREMENT	5	7	9	11
		INTERVAL RATE	.029		.022	.022
POSITIONS						
LINE	DUTY POSITION TITLE	AOC/ MOS CODE	POSITION DELINEATION	NUMBER OF POSITIONS		
1	OP OFF, CHIEF	01A	M	1	1	1
2	ASST OP OFF	01A	M	1	1	1

Table 2-3
Regular Army Operations Division (Code Series 562-30)—Continued

YARDSTICK		FIELD RECRUITING FORCE**	70	140	230	320	
		MANPOWER REQUIREMENT	5	7	9	11	
INTERVAL RATE			.029		.022	.022	
POSITIONS							
LINE	DUTY POSITION TITLE	AOC/ MOS CODE	POSITION DELINEATION	NUMBER OF POSITIONS			
3	OP NCO	00R	M	1	1	1	1
4	RTNCO	00R	M	1	1	1	1
5	ASST OP NCO	00R	M	1	1	2	2
6	MIL PER CLK (TYP ADMIN SP)	GS-204 71L	C	1*	2*	3*	5*

Notes:

* Table reflects minimum staffing requirements based on RA field force size only. Additional clerical requirements may be determined by local appraisal using recruiting battalion productivity as an indicator for Operations Division workload, such as DEP extensions and separations, RE code requests, waivers processed, DEP management, mission box management, special missions, etc.

** Total field force authorized to recruiting battalion includes company commanders, 1st sergeant, recruiting non-commissioned officer (RTNCO), station commanders, recruiters, and ANC recruiters; (RA only).

Table 2-4
USAR Operations (Code Series 562-40)

YARDSTICK		FIELD FORCE/MISSION INDEX*	13	28	76	144	
		MANPOWER REQUIREMENTS	2	3	4	5	
INTERVAL RATE			.064		.020	.015	
POSITIONS							
LINE	DUTY POSITION TITLE	AOC MOS CODE	POSITION DELINEATION	NUMBER OF POSITIONS			
1	OP OFF, USAR	01A	M	1	1	1	1
2	OP NCO, USAR	00E	M	1	1	1	1
3	RTNCO, USAR	00E	M		1	1	1
4	ASST OP NCO, USAR	00E	M			1	2

Notes:

* Total USAR recruiters authorized.

** INDEX is based on the number of USAR recruiters (field force size).

Table 2-5
Regular Army Guidance Counseling (Code Series 562-50)

YARDSTICK		ANNUAL NEW GROSS CONTRACTS**	504	2067	3882	5697	7512
		MANPOWER REQUIREMENT	1	4	7	10	13
		INTERVAL RATE	.0019		.0017	.0017	.0017
POSITIONS							
LINE	DUTY POSITION TITLE	MOS CODE	POSITION DELINEATION	NUMBER OF POSITIONS			
1	SR GUIDANCE COUNSELOR	00R	M	1	1	1	1
2	GUIDANCE COUNSELOR	00R	M		3	6	9
3	CLERK TYPIST (ADMIN SP)	GS-322 71L	C	*	*	*	*

Notes:

* Manpower requirement for clerical support will be determined by local appraisal.

** RA contracts credited to the recruiting battalion during the preceding representative 12 months,. Other factors, such as mission accomplishment and project mission objective, are considered.

Table 2–6
USAR Guidance Counseling (Code Series 562–60)

YARDSTICK	ANNUAL ACCESSIONS*	856	1712	2568
	MANPOWER REQUIREMENTS	1	2	3
	INTERVAL RATE	.0013	.0013	

POSITIONS

LINE	DUTY POSITION TITLE	MOS CODE	POSITION DELINEATION	NUMBER OF POSITIONS		
1	USAR GUIDANCE COUNSELOR	00E	M	1	2	3

Notes:

* Accessions credited to the recruiting battalion during the preceding 12 months includes (ARPERCEN) (IRR) transfers.

Grade requirement for USAR guidance counselor will be determined by on-site analysis and grade availability.

Table 2–7
Advertising and Public Affairs Division (Code Series 562–70)

YARDSTICK	FIELD FORCE/MISSION INDEX*	60	75	207	365
	MANPOWER REQUIREMENTS	2	3	4	5
	INTERVAL RATE	.0667	.0076.006		

POSITIONS

LINE	DUTY POSITION TITLE	AOC/ MOS CODE	POSITION DELINEATION	NUMBER OF POSITIONS			
1	CH, PUB AFF SP (PUB AFF OFF)	GS–1035 46A	C	1	1	1	1
2	PUB AFF SP (PUB AFF NCO)	GS–1035	C		1**	2**	3**
3	ADV ASST (ADMIN SP)	GS–0303 71Q	C	1	1	1	1

Notes:

* INDEX is based on the number of RA/USAR recruiters (field force size) and the combined RA/USAR mission 'assigned' during the previous fiscal year. Consideration is also given to the number of: media outlets, high schools, recruiting stations, TAIR requests/events and geographical dispersion.

** One Public Affairs Specialist position is dedicated to USAR Recruiting, i.e., funded by the OMAR appropriation.

Table 2–8
Field Recruiting Force (Code Series 562–80)

YARDSTICK	MANPOWER REQUIREMENTS**	4
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POSITIONS

LINE	DUTY POSITION TITLE	MOS CODE	POSITION DELINEATION	NUMBER OF POSITIONS
1	CDR	01A	M	1
2	1ST SGT	00R	M	1
3	RTNO	00R	M	1
4	CLERK–TYPIST (ADMIN SP)	GS–322 71L	C	1*

Notes:

* Part time clerk–typist requirement will be entered in the 'other' column of the survey documents.

** Staffing table indicates typical manpower requirements for this function with no significant variation at recruiting company. The recruiting battalion and manpower survey personnel will record on the Schedule X, for each recruiting company, the total recruiting force within the recruiting company area.

Table 2–9
Recruiting Station (Code Series 562–81)

YARDSTICK		MANPOWER REQUIREMENTS***						
		1	2	3	4	5	6	7
POSITIONS								
LINE	DUTY POSITION TITLE	MOS CODE	POSITION DELINEATION	NUMBER OF POSITIONS				
1	STA CDR	00R	M	1	1	1	**	
1a	LP STA CDR	00R	M	**			**	1 1 1
2	RCTR	00R	M		1	2	3	4 5 6
2a	USAR RCTR (RCTG SP)	00E GS–301	M	*	*	*	*	*

Notes:

* Number of Reserve recruiting positions is determined by separate analyses conducted by recruiting battalion, recruiting brigade and HQ USAREC levels. Recruiting station size and manpower requirements are increased by the number of Reserve recruiting positions required.

** Station commander versus limited production station commander (LPSC) positions are determined by geo-demographic data.

*** Requirements are determined by local appraisal. Local analysis considers available qualified population (population 17–21 years of age as determined by updated census statistics and accordingly adjusted by historical rate of rejection experiences). Other factors taken into account include the number of high schools/high school seniors, nature of the area, quality of area transportation, communication facilities, economic conditions, previous recruiting performance, and recruiting environment. Manpower surveys do not determine recruiting station size; the recruiting battalion should address and justify the currently allocated field recruiting force when preparing the Schedule X for survey purposes.

Table 2–10
Army Nurse Corps (ANC) Recruiting Station (Code Series 562–82)

Work Performed: Personnel are actively involved with canvassing and recruiting prospective qualified applicants for ANC programs.

YARDSTICK		MANPOWER REQUIREMENTS*							
POSITIONS									
LINE	DUTY POSITION TITLE	MOS CODE	POSITION DELINEATION	NUMBER OF POSITIONS					
1	NURSE STA CDR	00R	M	*	*	*	*		
2	NURSE RCTR	00R	M	*	*	*	*		
3	USAR NURSE RCTR (USAR NURSE RCTG SP)	00E GS-301	M	*	*	*	*		

Notes:

* Manpower requirements are determined by local appraisal.

Position requirements/types/locations are determined by number of Bachelor of Science in Nursing (BSN) institutions, number of BSN candidates, working nurse community, and demographics of the area.

Appendix A Computation of Manpower Requirements by Interpolation and Extrapolation

A-1. Purpose of interpolation and extrapolation

The work unit type of yardstick is a series of indexes that indicate the manpower requirement at various levels of workload. For workloads falling between the levels shown, staffing may be determined by arithmetical interpolation unless prohibited by instructions in the yardstick. For workloads falling below the lowest workload level shown, manpower requirements will usually be determined by local appraisal on the assumption that the workloads represent an abnormal situation not covered by the yardstick. Staffing ratios may not be valid at workloads above and below those in the yardstick. However, extrapolation, balanced by judgment, may be used as one means of determining requirements at such workload levels. Requirement computations are carried out to two decimal places; the final figure is rounded to the nearest whole number, with decimals less than 0.5 being dropped. Figure A-1 uses the yardstick for guidance counseling.

Table A-1
Figure A-1. Example using the yardstick for guidance counseling

ANNUALS GROSS NEW CONTRACTS	504	2067	3882	5697	7512
MANPOWER REQUIREMENTS	1	4	7	10	13
INTERVAL RATE	.0019		.0017	.0017	.0017

A-2. Interpolation procedure

Interpolation is the procedure for determining requirements for workloads that fall between those in yardsticks. For example, in the yardstick above, interpolation would be used to determine the manpower requirement of 1,000 enlistees. The following procedure is used:

a. Determine the interval rate for interval concerned. The workload of 1,000 enlisted contracts lies in the interval between 504 and 2,067 applicants enlisted; the interval rate is .0019.

b. Next apply the interval rate to the increment of workload above the lower yardstick workload level. The increment of workload is the difference between 504 and 1,000 enlistees, or 496 applicants enlisted. Thus, the manpower requirement for this increment is: $496 \times .0019 = .94$. The total manpower requirement for 1,000 applicants enlisted is: $1 + .94 = 2$ (includes the senior counselor position).

A-3. Extrapolation procedure

Extrapolation is the procedure for determining requirements for a workload that falls above the highest or below the lowest level in a yardstick, subject to the judgment explained in paragraph A-1. For example, in the yardstick for guidance counselors cited above, extrapolation may be used to determine the manpower requirement of 7,900 annual contracts.

a. Extrapolation above the highest yardstick workload level.

(1) Determine the interval rate to be applied above the highest workload level in the yardstick. The interval rate to be applied to workloads above 7,512 actual contracts is the same as that of the two highest workload levels. The interval rate is a yardstick of .0017.

(2) Apply this interval to the increment of workload above the highest yardstick workload level. The increment of workload is the difference between 7,512 and 7,900 annual contracts. The manpower requirement for this increment is: $388 \times .0017 = .6596$ or .66.

(3) Add the figure .66 to the requirement shown at the highest

yardstick workload level. The total manpower requirement for 7,900 applicants enlisted is: $13 + .66 = 13.66$ or 14.

b. Extrapolation below the lowest yardstick workload level.

(1) Determine the interval rate to be applied below the lowest workload in the yardstick. When the workload to be applied is below 504 annual contracts, then the interval rate .0019 must be used.

(2) Apply this interval rate to the decrement of workload below the lowest workload level (for example, 350 annual contracts). The decrement of workload is the difference between 504 and 350 annual contracts in 154 annual contracts. The manpower requirement that is reduced by this decrease in workload is: $154 \times .0019 = .2926$ or .29.

(3) Subtract the figure .29 from the requirement of 1 shown at the lowest yardstick workload level. The total manpower requirement for 350 annual contracts is: $1 - .29 = .71$ or 1.

Glossary

Section I Abbreviations

AOC

Area of Concentration

ANC

Army Nurse Corps

A&PA

advertising and public affairs

ARADS

Army Recruiting Accession Data System

A&SP

advertising and sales promotion

ARPERCEN

Army Reserve Personnel and Administration Center

BSN

bachelor of science in nursing

CIMS

Command Integrated Management System

DA

Command Integrated Management System

DEP

Delayed Entry Program

DRC

district recruiting command

DTP

Delayed Training Program

GOSP

General Officer Sponsorship Program

GS

General Schedule

IRR

Individual Ready Reserve

LPSC

limited production station commander

MEPS

Military Entrance Processing Stations

MOS

military occupational specialty

OPM

Office of Personnel Management

OCS

Officer Candidate School

PMS

Production Management System

RA

Regular Army

RB

recruiting battalion

RE

Reenlistment Eligibility

REACT

Rapid Electronic Advertising Coupon Transmission

REQUEST

Recruit Quota System

ROTC

Reserve Officers' Training Corps

RTNCO

recruiting noncommissioned officer

SIDPERS

Standard Installation/Division Personnel System

TAIR

Total Army Involvement in Recruiting

TDA

Tables of distribution and allowances

TTE

Transitional Training and Evaluation

TPU

Troop Program Unit

USAR

U.S. Army Reserve

USAREC

U.S. Army Recruiting Command

UMR

Unit Manning Roster

UVS

Unit Vacancy System

WO

warrant officer

WOFT

Warrant Officer Flight Training

Section II Terms

This section contains no entries.

Section III

Special Abbreviations and Terms

This section contains no entries.

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